

1968-71

quality progress

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 Senn, G. A., Systems (see Peno)
 Shainin, Dorian, Administration
 Sharan, Stephen, Vendor-Vendee Relations
 Shore, Harvey H., Systems
 Shuman, E. C., Metrology
 Simmons, D. A., Bio-medical Control
 Smiley, R. W., Motivation (see Konicek)
 Snee, Andrew J., Systems
 Staples, Elton E., Metrology
 Stewart, R. L., Product Liability
 Stiles, Edward M., Vendor-Vendee Relations
 Stimpson, Earl, Computers

Stolle, Richard, Metrology
 Stowe, Frank E., Computers (see Parrish)

Thomas, W. E., Nondestructive Testing
 Tinkham, March L., Administration, Standards
 Turner, Thomas E., Inspection, Quality Costs
 Turner, T. F., Statistics

VanCronkhite, J. Bryant, Administration, Chemical, Computers, Drugs
 & Cosmetics, Education, Food & Allied Industries, Motivation, Reli-
 ability, Standards (see also Tinkham)
 Van Donkelaar, Pieter, Configuration Assurance
 Venner, Jack H., Reliability

Wachniak, Raymond, Statistics
 Weis, A. E., Systems
 Weldon, W. J., Nondestructive Testing
 Whisman, Dale, Computers (see LeBlanc)
 White, Charles E., Metrology
 Whiteman, Irvin R., Computers (see Loo)
 Whitten, R. A., Textile & Needle Trades
 Williams, H. E., Administration
 Wilson, Frank C., Textile & Needle Trades (see Hines)
 Worland, Robert B., Education

Young, John W., Administration

Two books worthy of your consideration...

PROFIT THROUGH QUALITY — Management Control of Q and R Techniques by Sidney Weinberg. Practical production and general manager's guide to analysis of quality requirements and establishment of effective profitable quality and reliability policy. 192 pp. 12 illustrations 1969

CONTENTS: "P" is for Profit. The Attitude of Defect Prevention. The Cost of Quality. The Quality Department — How Good Is It? The Quality Department — What Does It Do? Supplier Quality — What Is It? Defect Prevention — The Nuts and Bolts. Defect Prevention vs. "Compensation". Goal Setting. Corporate Quality Control.

CUTTING THE COST OF QUALITY by Philip B. Crosby, corporate vice president, International Telephone & Telegraph Co. For quality control managers and those involved with the problems of costing. Shows how to approach systematically the problems of eliminating warranty, scrap and rework costs caused by lack of prevention. How to achieve immediate results. 244 pages 1967

CONTENTS: Profit in Quality and Reliability. Basic Requirements of a Q and R policy. Human Contribution to Quality. Increasing the Proportion of Good Quality. Standardization and Specification. Role of Inspection in Insuring Quality. Development I: Improvement and Innovation. Development II: Increase in Reliability. Purchase of Quality. Typical Complaints Code. Guide to the Preparation of Specifications.



See Publishers Volumes List at end of this issue.
 Use order form ABOVE Reader Service Card.

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→ **Important! Ordering Instructions:**

5. Make checks payable to "American Society for Quality Control."
6. Publishers volumes are listed elsewhere in this issue.
7. Items not starred (*) may be discounted 10% in quantities of 10-49 identical copies; and 25% in quantities of 50 or more identical copies. ASQC members receive additional discounts as listed.

192. Configuration Management (1969), 94 pp.
198. DCAS Quality Assurance Program (1968), 48 pp.
320. Heavy-Duty 3-Ring ASQC Binder, (2-in.)
328. Introduction to Probability & Statistics (1969), 54 pp.
445. Quality Control & Reliability Management (1969), 82 pp.
462. Reliability Engineering (1968), 442 pp.

1. ASQC Std. A1: Definitions, Symbols, Formulas & Tables for Control Charts (1968)
3. ASQC Std. A2: Definitions & Symbols for Acceptance Sampling by Attributes (1962)
5. ASQC Std. A3: Glossary of General Terms Used in Quality Control (1964)
11. ASQC Std. B1/B2: Guide for Quality Control/Control Chart Method of Analyzing Data (reaffirmed 1969)
13. ASQC Std. B3: Control Chart Method of Controlling Quality During Production (reaffirmed 1969)
16. ASQC Std. C1: Specification of General Requirements for a Quality Program (1968)

92. ASQC Code of Ethics (simulated parchment, 8½"x11")
93. ASTM Manual on Quality Control of Materials (1951), 142pp.
92. Industrial Quality Control Index, 1944-1954
93. Industrial Quality Control Index, 1954-1959

90. 17th ATC — 1963	982. 19th ATC — 1965	984. 21st ATC — 1967	986. 23rd ATC — 1969
91. 18th ATC — 1964	983. 20th ATC — 1966	985. 22nd ATC — 1968	988. 25th ATC — 1971

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- 210. Beck: The Brumbaugh Award: 25 Years of ASQC Progress
- 213. Broffman: A New Concern for the Old Business Ethic
- 217. Crosby: Zero Defects in a Worldwide Corporation
- 231. Henry: ASQC in Retrospect
- 233. Hunter, ASQC Comes of Age
- 240. Lewensohn: The Quincunx Caper
- 270. Schmidt: ASQC's U.S. Musket: Link with QC History
- 271. Schmidt: The Serendipitous Trouble-Shooter
- 274. VanCronkhite: The Edwards Legacy
- 275. VanCronkhite: 1971 — ASQC — 1996
- 277. Whitten: Cooperation Through Communication
- 279. Young: Keep Up the Momentum
- 453. Feigenbaum: Quality Strategy for a Full-Employment Economy

Statistical Process Control (LCS 100)

- 287. Clifford: Control Charts Without Calculations (IQC-1959)
- 317. Levine: One-Page Slide Rule
- 345. Turner: Smoothing Data Trend Ratios

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- 518. Rubinstein: Participative Quality Control
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Reliability (LCS 800)

- 815. Henderson: Reliability in the Instrumentation Timing Field
- 819. Jacobs: Minimizing Hazards in Design
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Numbers 540 and 542, \$1.50 (sold only as complete issue)

Write the item number and quantity of reprints ordered. Each reprint listed above: \$25, members; \$50, nonmembers. Additional instructions on previous page.

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ETI The Education and Training Institute Announces the 1971-1972 Short Courses In:

Quality Audit Development & Administration

April 17-19, 1972 Downtowner Motor Inn, Milwaukee, Wis.

Course Objectives

This course alerts the student to the essentials of a valid quality audit as a modern management tool. Basic principles evolve from initial development through implementation with emphasis on reliable, accurate and timely feedback for positive corrective action. The student is equipped to understand and apply appropriate techniques to process, product, vendor and the quality system. Comparable in principle to financial auditing, known for its effectiveness for measuring inspection efficiency and process control, an effective audit is finding growing use for assessing system conformance and a prime tool for reducing product liability. The course also provides a basic plan for a quality system in highly diversified and/or multi-plant operations.

Designed For

Primarily for the quality manager, supervisor and engineer, this basic management tool benefits all operating managers from procurement to sales delivery.

Course Content

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. Principles-of-
Vendor audit
Process audit
Product (end item) audit
Systems audit
Multi-plant/product audit
Corrective action
Functional interface | II. Application-factors for
Planning
Top management support
Sampling techniques
Human factors
Identifying deficiencies
Independent evaluation
Trend analysis
Data vs. information
Effective feedback
Reporting results |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Course Details

Course runs from 8:30 a.m., day one, to 3:00 p.m., day three. Accommodations should be arranged directly with hotel. Fees include all course materials, coffee breaks and certificate of completion. Lodging and meals are not included.

Fee: Regular — \$205;
ASQC Member — \$180.

Management of Quality Costs

January 21-22, 1972 Plankinton House, Milwaukee, Wis.

Course Objectives

This course develops an acute awareness in the student of the impact of poor quality on sales and profits. He is impressed with the economics of good quality and comes away with the knowledge of what quality costs are and how to manage them for best return on the invested quality assurance dollar. Reported quality costs are too often the visible tip of the iceberg while large sources of profit erosion lie beneath the surface. Quality costs, often misunderstood and thus mismanaged, are identified and related to operating expense. The student learns to build quality cost systems that identify, evaluate and report true costs and force corrective action. Reinvestment of failure funds lost as scrap are better invested in prevention dollars. Quality and financial control department interface becomes a part of student practice.

Designed For

While aimed at quality and financial manager teams, all quality practitioners and operating personnel concerned with improved profitability through cost reduction in the quality sector will benefit.

Course Content

Why develop a quality cost system?
Quality costs and economic concepts.
Management orientation and support.
Quality cost elements defined.
Element sources identified.
Cost data collection and tabulation.
Data analysis and reporting.
Action reports vs. status reports.
Trend analysis and corrective follow-up.
Quality cost and accounting system interface.
Cost system Audit & Revision

Course Details

Course runs from 8:30 a.m., day one, to 3:30 p.m., day two, with evening assignment. Accommodations should be arranged directly with the hotel. Fees include all course materials, coffee breaks and certificate of completion. Lodging and meals are not included.

Fee: Regular — \$145;
ASQC Member — \$120.

education and training

David C. Leaman

Accreditation

As some of you may be aware, the Society's Executive Committee has assigned an important new task to the Education and Training Institute—a pilot study of the feasibility of ASQC becoming the recognized accreditation body for quality curricula in three and four year or graduate school programs. Much preparation already has been made by the accreditation committee under the chairmanship of Herbert B. Rogers, currently a human factors engineering specialist with Lockheed Missiles & Space Co. and a well known quality educator on the West Coast.

This assignment is in response to appeals from industrial and educational groups for a professional group to coordinate and validate quality curricula in the United States. Early committee efforts have included a thorough review of accreditation practices and policies of existing agencies within education and government. Since a large number of degree programs are available in a localized travel area in California,

the pilot study will be made there. The first test run was made on November 16-18, 1971 at the DeAnza College in conjunction with the Accrediting Commission for Junior Colleges, Western Association of Schools and Colleges.

The rapid expansion of courses and degrees in the assurance sciences prompts a need for coordinating programs to provide consistency while maintaining sufficient flexibility in curriculum design to encourage initiative and growth. ASQC's role in this activity will be determined largely from the committee's recommendations based on this two year pilot study.

International CQEs

Recently we welcomed I. W. Nixon of Australia to the ranks of ASQC certified—quality engineers. He successfully passed the written examination and became ASQC's second CQE in that country. In addition we have CQEs in such countries as Japan and India, and 72 in Canada. Currently Harry Mottley of General Instrument and an ETI Board member, is negotiating with the quality society in Taiwan at their request to explore ways and means of certifying their members. We are proud indeed of the prestige that the ASQC quality certification programs have achieved.

Section Development

At a recent Quinsippi Section meeting we were most impressed with an innovative program format which might be a valuable addition to your own section if not already practiced. This was the addition of a workshop session to the usual dinner speaker. Ron Howlett, Section program chairman and works manager for the Keokuk Steel Castings Co., has set up similar workshop sessions for each meeting. Previously encountered at the American Society for Training and Development (ASTD) Milwaukee chapter, this feature promotes attendance and provides an extra worthwhile dimension to continuing education. Incidentally, Section Chairman Galen (Dick) Goodson, Gates Radio Co., conducts a fine meeting and we enjoyed speaking to his group.

Trends in QC

Our rapidly changing technological age continues to evolve new areas of concern and training needs for the Society. Work in two vital areas, covered by the Nuclear Power Steering Committee and the Bio-Medical Control Technical Committee, has brought to light an urgent need for educa-

tion and training of quality professionals in these fields.

Discussions have been held with Dr. Richard Schlesinger (Bio-Medical Control chairman), Gene Basile (Nuclear Power chairman) and Stan Marash (Nuclear Power Education chairman) to explore the best way in which ETI and their respective committees can cope with these needs. Anyone interested in learning and/or teaching in these important fields should make their interest known. The key subjects of training and standards are occupying major committee time, and the impact of these newer fields on society in general demand the best talent ASQC can provide.

Reflections For Progress

"A man flattened by an opponent can get up again. A man flattened by conformity stays down for good."

Thomas J. Watson

These words may well be applied to a thorough review of your company's quality control department and its quality assurance systems! Reflect for a few minutes and take stock of current programs and practices. It would not be surprising to find that corporate conformity already has eroded your objectivity and started to "flatten you down for good."

Is your quality control function known primarily as a good statistics manipulator, especially on historical data? Do your reports contain meaningful information or simply rearranged data? Is the prime quality control function centered around inspection activities (quality after the fact)? Finally, are your reports and procedures set up for management action, or merely to sustain, perpetuate and enhance the glory of quality control?

A few "yes" answers above spell danger—you're on the road to departmental conformity which so often has victimized the older, established functions of the firm. One new avenue for "breakthrough" from conformity lies in education and training. If it's not already doing so, sell management on the importance of education and worker training which can be performed by quality personnel! These are daily activities for quality control in progressive firms, and provide a great opportunity to break down the walls of conformity and introduce another means of serving management and its quality goals.

FUTURE ASQC TECHNICAL CONFERENCE DATES

- May 8-10, 1972
Washington, Washington Hilton
- May 21-23, 1973
Cleveland, Sheraton-Cleveland
- May 20-22, 1974
Boston, Sheraton-Boston
- May 12-14, 1975
San Diego, Town & Country Hotel
- May 24-26, 1976
Toronto, Ont., Canada, Royal York
- May 16-18, 1977
Philadelphia, Marriott Motor Hotel

ETI Course Registration Form

Mail to: ETI Registrar
American Society for Quality Control
161 West Wisconsin Ave., Milwaukee, Wis. 53203
Tel: 414-272-8575

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- ☐ Apr. 17-19, 1972: Audit Course #507
- ☐ Jan. 21-22, 1972: Cost Course #508

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	Reg.	ASQC Member
Audit	\$205	\$180
Cost	\$145	\$120

ASQC membership is not transferable.
Make checks payable to American Society
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See preceding page for course descriptions.

books

N. J. Petrella

DEVELOPING A SUCCESS-ORIENTED ATTITUDE

By Crocker-Citizens National Bank,
Addison-Wesley Publishing Co.
Reading, Mass. 08167
1970, 163 pp., \$4.95

Training new supervisors to understand the basic principles of effective supervision is a difficult job, especially finding a training method that is closely related to solving problems most typically faced by supervisors. Crocker-Citizens National Bank, faced with this task, developed this volume to solve their problem.

A programed text, the book uses the case method of instruction. Each case points out an attitude or behavior that is necessary if a supervisor is to be successful. The theory behind the approach is "that you can learn how to react effectively on the job from reading with a success-oriented attitude and imagining yourself reacting successfully to each of the situations as they are presented."

Twenty-three cases point out the principles of effective supervision. Section 1 contains six cases used to illustrate the success-attitude, job commitment, group morale, team effort, delegation and the need to give authority with responsibility.

Section 2 uses 17 cases to explain motivation, counseling, the problem employee, reprimanding, principles of communication, staff development, employee reluctance, employee problems, making minor decisions, work standards and morale problems.

In this fact-packed little book, you will find principles to help train your newly appointed supervisors to become more effective. It can be used to help the "old pros" refresh their memories. Quality control managers should consider this volume for their training programs. Any quality control person who aspires to supervision

will find the text exciting, stimulating and motivating.

FUNDAMENTALS OF STATISTICAL QUALITY CONTROL

By C. Samson, Philip Hart and
Charles Rubin
Addison-Wesley Publishing Co.
Reading, Mass. 01867
1970, 144 pp., \$5.95

Samson, Hart and Rubin wrote a highly successful manual for ASQC which is the basis of this book. Their text was written "to fill a need for a basic text that can be used by the novice as an introduction to the field or by the practitioner as an aid in the solution of industrial problems." I agree that the novice can benefit from this volume, but feel that the experienced practitioner will find the text a little too elementary. This, however, does not detract from its excellence.

The authors define methods of variation, devoting much of the chapter to the normal curve and calculations using it. They focus attention on data collection and statistical analysis as a means of control and illustrate the use of control charts. "Whenever we prepare a control chart, devise a sampling plan, or design an experiment to aid us in the control of quality," the authors explain, "we are utilizing statistical techniques based on the laws of probability." A chapter on probability is included to help the reader understand the fundamentals of this important subject.

The techniques of materials acceptance are emphasized in terms of sampling—random, systematic, stratified, subsampling, nonproportional, quota, controlled, uncontrolled and judgment. An excellent table lists the major advantages of these types. The operating characteristic curve (OC) is described and its construction is explained.

Another chapter delves into the details of the OC curve, showing how well a given sampling plan discriminates between good and bad lots. Covered are topics on acceptable quality level, risk definition, comparison of characteristics of different sampling plans, calculation of operating characteristic curves and operating characteristics determined from the poisson distribution. Several examples illustrate key techniques.

Brief coverage is given to quality information, reliability, specification of quality, quality economics, statistical means of setting tolerances and techniques of designing experiments for gaining insight into the reasons for quality variation.

This volume differs from others in quality control in that it offers a stepping-stone approach where one concept leads to another. Readers will find that mathematics have been kept to a minimum since emphasis throughout the book is on practice rather than theory. The book's strength lies in the first five chapters which deal with variation and the tools used to study it, control charts and sampling.

An easily read text, it should prove useful to the quality control beginner who wants a concise explanation of the subjects covered. In-plant training programs in quality control will find this book of value.

GLOSSARY OF DEFINITIONS AN INDEX TO STANDARDS OF THE 1970 ANNUAL BOOK OF ASTM STANDARDS

ASTM
1916 Race St., Philadelphia 19103
1970, 716 pp., \$15

Many of us at times have wished for a convenient and accurate source of information on technical terms. ASTM issued the first one in 1968, updated it in 1969 and published this latest version in 1970.

This key reference volume has approximately 492 pages of every standard definition published by ASTM, listed in alphabetical order and cross-indexed by numerical designation. The rest of the volume contains an index to ASTM standards by subject and numeric listing. Definitions span a variety of technical fields.

Some definitions may be unknown to those not in the particular specialty, e.g., "A series of ruling or striations intersecting at an angle of about 60 degrees;" or "Chokean imperfection consisting of an insufficient opening in the finish and neck of a container." This volume even tells you when a term is obsolete, e.g., "Cymogene—This term is obsolete and should not be used."

The editors modestly admit that "it is believed that most definitions have been included although a few may have been inadvertently missed." Even though they missed a few, they did an excellent job with this glossary.

Quality control personnel, no matter what their function, will find this a useful reference for both definitions of terms and an entry to ASTM standards. It should be in every library.

Index of U.S. Voluntary Engineering Standards

This NBS computer-produced index presents information on more than 19,000 voluntary engineering and related standards, specifications, test methods and recommended practices published by some 360 U.S. technical societies, professional organizations and trade associations, and indexes them by the permuted title or KWIC (key-word-in-context) system. Date of publication or last revision, number of the standard, cross references (where applicable) and an acronym designating the issuing organization form part of every entry.

Issued in March 1971, this publication (1000 pages, \$9) may be ordered prepaid from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, or local U.S. Department of Commerce Field Offices as SD Catalog No. C13.10:329. Microfiche is available prepaid for 95 cents a copy from the National Technical Information Service, Springfield, Va. 22151, as NBS Spec. Publ. 329. Foreign orders should include an additional one-fourth of price for mailing.

For orders or further information please write directly to the book publisher.

"... abstracts and brief chronicles of the time ..."

YOUR time—the ASQC 26th Annual Technical Conference, May 8-10, in Washington, D.C.

If you are a scheduled speaker at this important international conference, we need an abstract of your finalized paper for pre-conference publication in *Quality Progress*.

Many who came to the Chicago conference based their attendance on information noted in the abstracts published last March. Help our readers prepare for the 1972 Annual Technical Conference by sending a 100-word abstract of your presentation to: Darlene C. Schmidt, Senior Editor, *Quality Progress*, 161 West Wisconsin Ave., Milwaukee, Wis. 53203, to arrive by January 10, 1972.

*Hamlet: Act II, Sc. 2

The Professionals = 22,841 + Your Recommendation

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As ASQC members they, too, can benefit from professional activity at the Society, Division and Section levels, Education and Training Institute courses, access to the Annual Technical Conference and regional conferences, insurance program benefits, and be kept informed on latest developments in the field through the monthly news magazine, *Quality Progress*, and the quarterly *Journal of Quality Technology*.

Fill out the form below, or simply sign your name in the "Nominating Member" space and give this form to a friend to complete and mail. (Use separate sheet for additional nominations.) We will check the names to make sure your nominees are not already members, then send them information on the Society's aims and advantages of membership, inviting them to join. Neither you nor your nominees are obligated in any way.

Share some of your professional experiences; nominate an associate for membership in ASQC today!

This coupon may be reproduced to keep your magazine intact.

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161 West Wisconsin Ave.
Milwaukee, Wis. 53203

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Company _____

☐ Please send me ASQC membership information.

